

# *Chesterfield County's Strategic Plan*

*Fiscal Years 2006 to 2010*



*Charting the Course  
to our Future*

**Chesterfield County, Virginia**

# *Vision*

Our vision is to be the recognized leader in government, the standard by which others measure their progress and success. Every employee has a personal devotion to excellence in public service and embraces the highest standards of ethics and integrity. Every resident takes pride in knowing that the county provides the best customer service and finest quality of life available in any American community.

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# *Mission*

Providing a FIRST CHOICE community through excellence in public service

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# *Guiding Principles and Values*

County employees and residents are shareholders in the county's future and share a commitment to fairness, integrity, diversity and fiscal accountability.

As models for excellence, county leaders and employees uphold the following values in the operation of the local government:

Customer Focus

Ethical Behavior

Teamwork

Leadership

Continuous Improvement

Open Communications

Employee Involvement

Progressive Thinking

Data-Driven Decisions

*“Working together daily, we can achieve our vision.”*

*— Lane Ramsey, County Administrator*

The county’s strategic plan is an important document for charting the course to our future for the next four years. This plan was established with the input of many employees and customers and with the direction of senior leadership. Throughout the development of our plan, we studied ourselves closely to identify our challenges and the needs of our growing community and have incorporated these into our strategic goals, sub-goals and objectives. Over the next four years, we will deploy this plan and measure our results. Through the implementation of this plan, all of us, as members of Chesterfield County government, will be on course to providing our citizens with a first choice community through excellence in public service.

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## GOALS, SUB-GOALS AND OBJECTIVES



### *To be exemplary stewards of the public trust and a model for excellence in government*

- 1.1** Through proactive leadership, ensure that financial planning addresses operational and strategic needs at the least cost to taxpayers
  - 1.1.1** Continue to promote financial integrity and financial stability, and ensure an excellent return on financial resources
  - 1.1.2** Assess residents’ and county employees’ perceptions of county leadership every two years
- 1.2** Use regional approaches to provide cost-effective services
  - 1.2.1** Through regional approaches, continue to provide citizens access to a variety of services and opportunities
- 1.3** Embody the highest ethical practices and continually promote quality values and creative approaches to business practices
  - 1.3.1** Continue to promote innovative programs and increase awareness of ethical practices and quality values



## 2 *To provide world-class customer service*

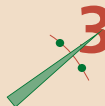
### 2.1 Provide world-class services to all Chesterfield County residents and visitors

2.1.1 Maintain and continuously improve a customer service plan that provides world-class services for all Chesterfield County residents

2.1.2 Continuously improve customer service delivery

### 2.2 Promote community understanding of county issues by providing information and effective means and opportunities for community input and involvement

2.2.1 Continuously coordinate an effective, comprehensive communications approach with residents



## 3 *To be known for extraordinary quality of life*

### 3.1 Bolster community pride through planning and investment

3.1.1 Enhance and sustain all of the county's 25 communities

3.1.2 Balance growth through orderly development that is consistent with the Comprehensive Plan

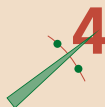
3.1.3 Expand historical and cultural resources to all residents

### 3.2 Provide county services for the health and welfare of all residents

3.2.1 Continually improve the effectiveness of services for the health and welfare of all county residents

### 3.3 Establish and foster public education for lifelong learning

3.3.1 Expand lifelong learning through educational, recreational and cultural opportunities



## 4 *To be the safest and most secure community*

### 4.1 Ensure a well-coordinated system that provides maximum protection of lives and property

4.1.1 Reduce criminal activity

4.1.2 Improve traffic safety by reducing deaths and injuries

4.1.3 Decrease injuries and the loss of life and property

4.1.4 Increase public awareness and participation in the public safety system

### 4.2 Contribute to a well-coordinated criminal justice system that is tough on crime

4.2.1 Provide an effective criminal justice system to ensure the best public safety

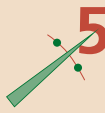
4.2.2 Increase the percentage of cases closed by arrest

### 4.3 Provide expeditious priority response to emergencies and disasters

4.3.1 Provide quality access for reporting all crimes and emergencies

4.3.2 Respond consistently to all priority calls as defined by department response time standards

4.3.3 Plan, prepare, mitigate and respond effectively and timely to emergencies and disasters



## 5 *To be the employer of choice*

### 5.1 Attract a diverse and well qualified applicant pool

5.1.1 Develop and implement a countywide recruitment plan with coordinated outreach efforts, targeted advertising and specialized job fairs

5.1.2 Ensure competitive salary ranges and benefits that attract well qualified applicants

### 5.2 Retain a diverse, high performing work force by creating a superior work environment that promotes effective leadership, teamwork, innovation and employee well being

5.2.1 Provide opportunities for continuous employee development through learning, talent management and career development

5.2.2 Maintain a positive work environment focused on improving employee satisfaction and well being

5.2.3 Provide a competitive total rewards package annually

5.2.4 Implement a countywide Equal Employment Opportunity Plan that includes opportunities for celebration, education and recognition of diversity within the work force



## 6 *To be the FIRST CHOICE business community*


### 6.1 Continually improve departmental and cross-departmental processes that encourage capital investment in the county by current and prospective businesses

6.1.1 Improve and make more competitive the regulations, taxation and communication tools that attract and retain businesses

### 6.2 Maintain a ratio of commercial/industrial tax base to residential tax base in the range of 20 percent to 25 percent

6.2.1 Increase the quantity and quality of jobs each year

6.2.2 Increase real property investment from businesses by more than \$200 million yearly and by \$900 million over the next four years



## 7 *To be responsible protectors of the environment*

### 7.1 Assess and improve county processes and technologies to reduce adverse environmental impacts and to meet or exceed compliance with environmental regulations

7.1.1 Maintain compliance with environmental regulations and permits

7.1.2 Expand the Environmental Management System countywide based on the ISO 14001 standard

### 7.2 Foster and promote policies and procedures for the maintenance, protection and improvement of the environment in established and newly developed areas of the county

7.2.1 Ensure that environmental concerns are addressed in all relevant county policies and plans

7.2.2 Maintain compliance with federal, state and local environmental laws for land disturbance, surface water and waste disposal



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